



## **Implementation Support Practitioner Profile**

Guiding Principles and Core Competencies for Implementation Practice

Version 4.0, November 2020

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## **Citation**

Metz, A., Louison, L., Burke, K., Albers, B., & Ward, C. (2020). *Implementation support practitioner profile: Guiding principles and core competencies for implementation practice*. Chapel Hill, NC: National Implementation Research Network, University of North Carolina at Chapel Hill.

## **Acknowledgements**

The National Implementation Research Network, the Centre for Effective Services, and the European Implementation Collaborative appreciate the useful feedback from colleagues in the development of these competencies.



## Implementation Support Practitioner Profile

### Introduction and Purpose

The *Implementation Support Practitioner Profile* outlines the guiding principles and core competencies needed to build the capacity of practitioners and communities to effectively implement evidence in health and human services.

Implementation support practitioners (ISP) are professionals who support organizations, leaders, and staff in their implementation of evidence-informed practices and policies. They identify, contextualize, and improve the use of evidenced-informed implementation strategies in a range of settings. They also build implementation capacity among teams, organizations, and systems. They can be referred to as coaches, improvement advisors, technical assistance providers, facilitators, consultants, mentors, and implementation specialists. Implementation support practitioners often reside outside of the service systems they work in, but may also reside within a service system when those systems have work units specifically designed to support implementation and scaling efforts.

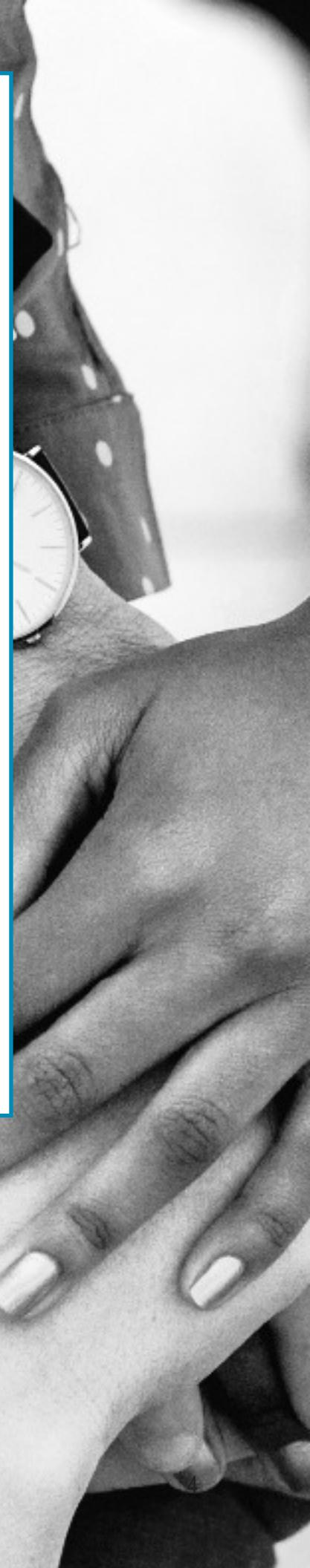
Implementation support practitioners should always pursue equitable implementation. Inequities in the delivery of human services are unjust differences between populations in the access, use, quality, and outcomes of care. Access to interventions is often limited in underserved communities, including communities marginalized on the basis of race/ethnicity, immigration status, socio-economics, and sexuality and gender. Equitable implementation of evidence-informed programs and practices occurs when strong equity components, including explicit attention to the culture, history, values, assets, and needs of a community are integrated into the selection and use of implementation strategies to improve implementation and advance equitable outcomes for focus populations.

The ISP Profile presents *principles* that guide the work of ISPs and *core competencies* that they require to provide effective implementation support. Both were identified through an initial literature review, a document review, vetting with individuals providing implementation support, an integrative systematic review, and a content validation survey with international intermediary organizations.

## **Guiding Principles: How Implementation Support Practitioners Do Their Work**

Implementation support practitioners are guided by specific principles in their day to day work, including:

- **Be Empathetic** – approach the change facilitation process with regard for others as legitimate, respected, and valuable contributors to the selection and implementation of a program or practice and associated processes and outcomes; seek mutual understanding within the context of relationships and understand how growth-promoting relationships between implementation support practitioners and stakeholders can fuel implementation support.
- **Be Curious** – ask questions and demonstrate authentic interest in how the local actors and context will shape implementation processes; engage with different forms of evidence and information across relevant content areas and disciplines; tolerate uncertainty and ambiguity while seeking clarity.
- **Be Committed** – bring patience, resilience, and willingness to challenge the status quo to the process; demonstrate flexibility and agility during implementation setbacks.
- **Advance Equity** – advance equitable implementation by integrating strong equity components, including explicit attention to the languages, cultures, histories, values, assets, and needs of different communities, in all steps of an implementation process.
- **Use Critical Thinking** – explore the diverse elements of a situation, examine your own and others' assumptions, assess context and root causes or contributing factors, and make conscious choices that are informed by evidence and data.
- **Embrace Cross-disciplinary Approaches** – appreciate and use different ways of knowing and diversity of expertise across disciplines to bring about mutual and transformative learning.



## **Domains and Core Competencies: What Implementation Support Practitioners Do In Their Work**

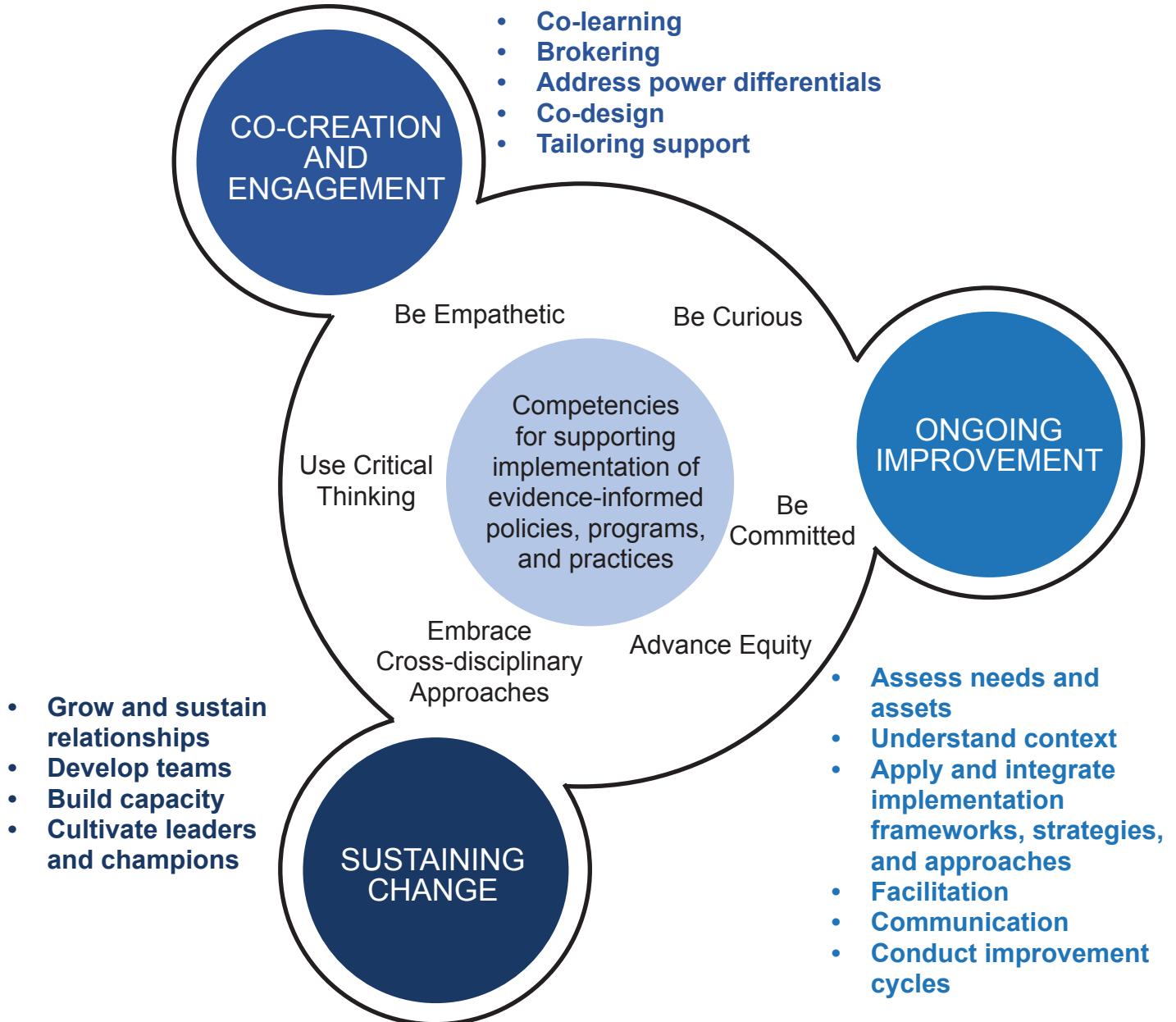
Implementation support practitioners conduct a range of activities. The practice profile is comprised of fifteen core competencies grouped into three domains: *Co-Creation and Engagement*, *Ongoing Improvement*, and *Sustaining Change*. Each domain represents a concept map, formed by core competencies that are thematically related to one another.

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- **Co-Creation and Engagement:** Implementation support practitioners promote and facilitate the active involvement of stakeholders in all stages of the design and implementation process, resulting in service models, approaches, and practices that are contextualized and tailored to settings. This ensures that programs, practices, and implementation work match the values, needs, skills, and resources of those delivering programs and practices, systems stakeholders, and service beneficiaries. Core competencies that support co-creation include *co-learning, brokering, address power differentials, co-design, and tailoring support*.
- **Ongoing Improvement:** Implementation support practitioners help to make organizational learning a core value of the implementation setting. They support the use of quantitative and qualitative feedback at each stage of implementation through regular stakeholder debriefings, dedicating time for reflection, shared learning, and improvements along the way. Ongoing feedback on programs and practices involves using practical, relevant measures of progress and considering the differential impact of interventions across populations and communities. When data are not available, implementation support practitioners work with services and practitioners to collect and analyze information needed to support decision-making and improvement. Core competencies that support ongoing improvement include *assess needs and assets, understand context, apply and integrate implementation frameworks, strategies, and approaches, facilitation, communication, and conduct improvement cycles*.
- **Sustaining Change:** Programs and practices are sustained when the core elements are maintained or delivered with integrity after initial implementation support has been withdrawn and adequate capacity exists to continue maintaining these core elements. Implementation support practitioners advance the sustainability of programs and practices by helping communities to develop a shared vision and mutual accountability and by promoting existing relationships, problem solving and resource sharing. They also help to identify, understand, and address the dynamic changes that occur over time in the use of programs and practices, the characteristics of the practice settings, and in the broader system that establishes how services are delivered. Core competencies that support sustaining change include *grow and sustain relationships, develop teams, build capacity, and cultivate leaders and champions*.

# Implementation Support Practitioner Profile

## Domains and Core Competencies

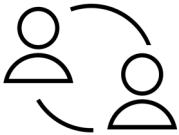




## Co-Creation and Engagement:

### CO-CREATION AND ENGAGEMENT

Implementation support practitioners promote and facilitate the active involvement of stakeholders in all stages of the design and implementation process, resulting in service models, approaches, and practices that are contextualized and tailored to settings. This ensures that programs, practices, and implementation work match the values, needs, skills, and resources of those delivering programs and practices, systems stakeholders, and service beneficiaries. Core competencies that support co-creation include co-learning, brokering, address power differentials, co-design, and tailoring support.

Core Components	Core Activities
 <p><b>Co-learning:</b> Implementation support practitioners work collaboratively with systems stakeholders to learn how knowledge on implementation science can be effectively used in the local context.</p> <p>Implementation support practitioners actively seek to learn about the culture, history, and current priorities in the local context in order to assess the most feasible and relevant uses of implementation science.</p> <p>Implementation support practitioners also support learning among stakeholders at the implementing site and recommend specific implementation strategies based on local context and conditions.</p>	<ul style="list-style-type: none"><li>Understand the system and organizational context and culture</li><li>Create spaces for new ideas to emerge</li><li>Build trust and respect for all perspectives, including those at risk of being excluded from dialogue because of race, ethnicity, language, or status</li><li>Communicate and listen for the purposes of mutual understanding and collaborative integration of different perspectives and types of knowledge</li><li>Synthesize diverse perspectives of thought and check for understanding</li><li>Conduct dynamic and interactive trainings and provide educational materials on implementation science</li><li>Seek other ways to introduce and create readiness for an implementation science informed approach that fits with existing programs, practices, and processes</li></ul>
 <p><b>Brokering:</b> Implementation support practitioners enable knowledge exchange and information sharing among stakeholders to increase understanding of diverse perspectives related to the design and implementation of the program or practice.</p> <p>Implementation support practitioners help to pool information and leverage resources to enable decision-making across the organization or service system.</p>	<ul style="list-style-type: none"><li>Position yourself as a bridge “in between” people or groups that exist in a system and are vital for the success of an implementation</li><li>Identify individuals or groups that are relevant to involve in implementation but not yet part of it, and seek to understand the root causes and contributing factors of that disconnect</li><li>Connect otherwise disconnected individuals or groups in the system by providing advice and serving as a relational resource</li><li>Develop and regularly convene implementation groups and teams with diverse stakeholders</li><li>Promote other network weaving to connect people strategically where there is a potential for mutual benefit</li><li>Source, share, and translate evidence and data of relevance to involved stakeholders</li><li>Promote opportunities for stakeholders and team members to engage with others in the use of evidence and data</li></ul>

Core Components	Core Activities
 <p><b>Address power differentials:</b> Implementation support practitioners address power imbalances between community members and stakeholders in the wider system by building trust, supporting two-way communication, cultivating opportunities for mutual consultation, and identifying accountabilities.</p>	<ul style="list-style-type: none"> <li>Position the range of service beneficiary experiences at the center of decision-making and implementation activities</li> <li>Identify the influence that different stakeholders may have on implementation</li> <li>Pay particular attention to those with inherently greater power to influence the implementation process and those disenfranchised from the implementation process</li> <li>Use facilitation techniques to make power structures visible and to protect all voices in the implementation process</li> <li>Recognize and acknowledge the loss of status and authority that may be implied in an implementation process and can impede buy-in and engagement</li> <li>Seek and gain buy-in from formal and informal leaders to include diverse expertise in team discussions</li> <li>Develop an evolving ‘collective view’ or ‘shared understanding,’ rather than pushing for an artificial consensus which may perpetuate existing power structures</li> </ul>
 <p><b>Co-design:</b> Implementation support practitioners promote the co-design of practices, programs, and their implementation. They work to co-design implementation tools, resources, and models through iterative processes and collective sense-making.</p> <p>Implementation support practitioners facilitate co-design processes among stakeholders at the implementing site, thereby including leaders, practitioners, and people with lived experience.</p>	<ul style="list-style-type: none"> <li>Work with stakeholders to build a strong fit between intervention and implementation context before moving forward with implementation efforts</li> <li>Support collaborative implementation planning and the co-development of an implementation blueprint or plan involving all relevant stakeholders</li> <li>Enable the co-design of any tools, products, processes, governance structures, service models, interventions, and policies related to implementation</li> <li>Promote cyclical tests of tools, products, and processes among stakeholders to iteratively improve their prototypes</li> <li>Support the co-design and/or modification of specific implementation strategies based on resources and conditions present in the local context</li> <li>Facilitate design-centered activities that center the needs of people with lived experience, using collective sense-making and negotiation</li> </ul>
 <p><b>Tailoring support:</b> Based on a deep understanding of local actors and context, implementation support practitioners tailor their own support to implementation stakeholders, and they help to tailor the implementation strategies used by these stakeholders.</p> <p>Implementation support practitioners determine the frequency, duration, and intensity of their implementation support based on the needs, goals, and context of their stakeholders. They refrain from assumptions that a certain level and type of support is always needed.</p>	<ul style="list-style-type: none"> <li>Regularly assess the implementation support, needs, and assets of different stakeholder groups</li> <li>Agree on the implementation support to be made available to different stakeholder groups, sites, and/or other relevant units of support</li> <li>Develop a scope and sequence of virtual and onsite meetings and other activities based on the goals of those supported</li> <li>Accommodate “ad hoc”/“just in time” support needs of stakeholders</li> <li>Regularly assess the effectiveness of the level of your support in matching needs, goals, and context of the implementation effort</li> <li>Work with implementation stakeholders to select, combine, and tailor their implementation strategies to meet local needs</li> <li>Continuously promote the adaptability of implementation strategies used by stakeholders</li> </ul>



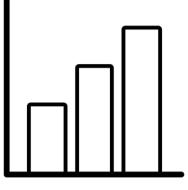
## Ongoing Improvement:

Implementation support practitioners help to make organizational learning a core value of the implementation setting. They support the use of quantitative and qualitative feedback at each stage of implementation through regular stakeholder debriefings, dedicating time for reflection, shared learning, and improvements along the way. Ongoing feedback on programs and practices involves using practical, relevant measures of progress and considering the differential impact of interventions across populations and communities. When data are not available, implementation support practitioners work with services and practitioners to collect and analyze information needed to support decision-making and improvement. Core competencies that support ongoing improvement include assess needs and assets, understand context, apply and integrate implementation frameworks, strategies, and approaches, facilitation, communication, and conduct improvement cycles.

Core Component	Core Activities
 <p><b>Assess needs and assets:</b> Implementation support practitioners work with stakeholders to understand population and community assets and needs and the extent to which potential programs and practices align with needs and assets for particular focus populations.</p> <p>Implementation support practitioners value the perspectives of multiple stakeholders when identifying needs and assets and considering potential programs and practices to address needs and improve outcomes.</p> <p>Implementation support practitioners assess needs and assets through an equity lens in order to consider how a program or practice, and the implementation support provided, can advance equitable outcomes for the different individuals, families and communities that form its focus population.</p>	<ul style="list-style-type: none"><li>Identify the needs that different stakeholders involved in an implementation want to see met through the change process</li><li>Support the identification of readily available and potential resources and assets to be utilized and leveraged in the implementation context</li><li>Help stakeholders understand each other's perspectives and expectations regarding the area of need or opportunity</li><li>Use data-driven inquiry methods to support 'discovery' processes that holistically consider needs and assets, such as assessment data, stakeholder analysis, mapping of existing services, initiative inventory, etc.</li><li>Disaggregate available evidence and data and assess, consider, and discuss needs that may exist for particular subpopulations (e.g., race, ethnicity, gender, socioeconomic status, geography)</li><li>Engage people with lived experience in determining needs and assets</li></ul>

Core Component	Core Activities
 <p><b>Understand context:</b> Implementation support practitioners conduct assessments of contextual fit between proposed programs and practices and the local service settings before moving forward with implementation.</p>	<ul style="list-style-type: none"> <li>• Involve diverse stakeholders from throughout the system – including those belonging to specific subpopulations – in identifying and understanding the implications and consequences of change efforts</li> </ul>
<p>Contextual factors that are considered include current initiatives and priorities of the site, local history and community values, and organizational capacity to deliver potential programs and practices.</p>	<ul style="list-style-type: none"> <li>• Use and/or conduct evidence reviews to determine relevance and fit of the proposed program(s)/practice(s) with identified needs and assets</li> </ul>
<p>The assessment of contextual fit is inextricably linked to considerations of diversity, equity, and inclusion. Disparate outcomes and community context cannot be accurately understood without acknowledging structural and institutional racism and other mechanisms of discrimination.</p>	<ul style="list-style-type: none"> <li>• Assess the contextual fit of the proposed program(s)/practice(s) with the values, needs, skills, and resources available in the service setting, including in specific subpopulations</li> <li>• Assess the contextual fit of the proposed program(s)/practice(s) with the current political, funding, systems, and organizational landscapes</li> <li>• Continuously identify and respond to changes in the systems which affect implementation</li> <li>• Identify and support mitigating actions to anticipate and manage risks and assumptions for the change effort (e.g., regarding resources, commitments, or buy-in; risks or loss for different stakeholders)</li> </ul>
 <p><b>Apply and integrate implementation frameworks, strategies, and approaches:</b> Apply Implementation support practitioners apply and integrate different implementation frameworks and strategies most suitable for a particular context or setting to support implementation sites in meeting their goals. In selecting relevant implementation frameworks and strategies, implementation support practitioners use systems thinking, participatory methods, and knowledge management and exchange.</p>	<ul style="list-style-type: none"> <li>• Remain up to date on evidence developed through implementation research and practice</li> </ul>
<p><i>Systems thinking</i> involves examining how implementation efforts fit within a whole system and choosing appropriate approaches to address potential problems and issues.</p>	<ul style="list-style-type: none"> <li>• Remain up to date on knowledge about implementation frameworks, models, theories, and strategies</li> <li>• Educate stakeholders about the current best evidence on implementation frameworks, strategies, and approaches</li> <li>• Include all relevant stakeholders in the selection, combination, and co-design of implementation strategies and approaches</li> <li>• In collaboration with relevant stakeholders, assess and discuss the appropriateness of using implementation frameworks, strategies, and approaches in different contexts and settings, including with particular subpopulations</li> <li>• Support the selection, application, and integration of the range of implementation frameworks, approaches, tools, and resources that are best suited for the local context of service and policy settings</li> </ul>
<p><i>Participatory methods</i> recognize that key stakeholders should contribute to choosing, designing, and using implementation strategies.</p>	
<p>Knowledge management and exchange includes summarizing and synthesizing how a range of implementation strategies can address critical implementation barriers and advance implementation goals.</p>	

Core Component	Core Activities
 <p><b>Facilitation:</b> The focus of facilitation is to enable implementation related problem solving. Implementation support practitioners enable a process of participatory problem solving and support that occurs in a context of a recognized need for improvement and supportive interpersonal relationships. Implementation support practitioners facilitate meetings with the following goals in mind:</p> <ul style="list-style-type: none"> <li>• Ensuring full participation of all relevant stakeholders;</li> <li>• Encouraging all stakeholders to share their perspectives;</li> <li>• Enabling mutual understanding among stakeholders to accept the legitimacy of one another's needs and goals;</li> <li>• Developing inclusive solutions that emerge from the integration of everybody's perspectives and needs; and</li> <li>• Promoting shared responsibility of stakeholders to implement proposals they endorse and to give and receive input before final decisions are made.</li> </ul>	<ul style="list-style-type: none"> <li>• Create welcoming and engaging spaces for all participants in meetings and other facilitation activities, recognizing that participants may require different kinds of support to feel welcome and participate in facilitation processes</li> <li>• Support a communication protocol and process that facilitates interactions among stakeholders</li> <li>• Support the continuous and systematic identification of barriers to implementation among its different stakeholders</li> <li>• Enable the identification of stakeholders required to develop adequate strategies for solving implementation challenges</li> <li>• Serve as formal and informal facilitators as determined by an analysis of the challenge and its context</li> <li>• Support a balance of divergent and convergent thinking among team members, depending on the type of challenge faced</li> <li>• For easily named and easily solved challenges (technical challenges), support stakeholders to evaluate alternatives, summarize key points, sort ideas into categories, and exercise judgement</li> <li>• For complex challenges with no easy solution (adaptive challenges), support stakeholders to generate alternatives, free flow open discussion, gather diverse points of view, and suspend judgement</li> <li>• Ensure that the facilitation method used matches the challenge in focus (e.g. structured facilitation, free flowing group discussions, etc.)</li> <li>• When needed, respond to emergent discussions or challenges with ad hoc, nimble facilitation</li> </ul>
 <p><b>Communication:</b> Implementation support practitioners support communication between stakeholders at every stage of implementation. Communication should include what is working, what is not working, and how those conclusions were drawn.</p>	<ul style="list-style-type: none"> <li>• Work with stakeholders to develop communication protocols designed to: 1) intentionally engage stakeholders; 2) communicate progress and celebrate implementation success; 3) report systemic barriers that are preventing or hindering implementation; 4) report on actions taken to resolve or address implementation challenges; and 5) revisit past decisions and agreements periodically to ensure that solutions are still appropriate</li> </ul>
<p>Implementation support practitioners facilitate communication themselves, as well as support implementation teams to communicate and use timely feedback loops with key stakeholders.</p>	<ul style="list-style-type: none"> <li>• Support the development of different communication protocols for different audiences each of which specifying communication goals, the method and frequency of communication, who needs to communicate, how effectiveness of communication will be measured, and how communication will consistently be improved</li> </ul>
<p>Implementation support practitioners may serve as the primary messenger of implementation progress and challenges in the early phases of implementation, serving as respectful and authentic translators of implementation goals and decision points. Simultaneously, they seek to build the capacity of different implementation stakeholders to fully develop and deliver an "audience-based" implementation communication.</p>	<ul style="list-style-type: none"> <li>• Recognize and respond to differences in communication needs across different stakeholders involved (e.g. due to different organizational roles, implementation expectations, involvement and responsibilities)</li> </ul>

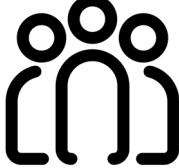
Core Component	Core Activities
<p><b>Communication (cont.)</b></p> <p>Implementation support practitioners may serve as the primary messenger of implementation progress and challenges in the early phases of implementation, serving as respectful and authentic translators of implementation goals and decision points. Simultaneously, they seek to build the capacity of different implementation stakeholders to fully develop and deliver an “audience-based” implementation communication.</p>	<ul style="list-style-type: none"> <li>• Encourage stakeholders to regularly communicate with and gather feedback from actors inside and outside the implementing system to understand how implementation processes are perceived. As part of this process: <ul style="list-style-type: none"> <li>- Support effective communication and feedback loops among practice, supervision, management, and leadership levels of the system (i.e., vertical feedback loops that support communication up and down a system)</li> <li>- Support effective communication and feedback loops among service partners, advocacy groups, training networks, representatives from the focus population, and other collaborators (i.e., horizontal feedback loops that support communication across system sectors)</li> <li>- Help to identify local communication barriers or complications and work with relevant implementation stakeholders to resolve these challenges</li> </ul> </li> </ul>
 <p><b>Conduct Improvement Cycles:</b></p> <p>Throughout all stages of implementation, implementation support practitioners use data to purposefully prepare and reexamine implementation processes and continuously improve practice, organization, and systems changes.</p> <p>As part of this process, implementation support practitioners conduct cyclical tests of change aiming to iteratively improve the implementation process. Implementation support practitioners enable an implementation team and stakeholders to value and use both the anticipated and unexpected learnings of iterative cycles.</p>	<ul style="list-style-type: none"> <li>• Facilitate the ongoing testing and improvement of tools, products, processes, governance structures, service models, and policies of relevance to implementation efforts</li> <li>• Help to identify and gather relevant quantitative and qualitative data about the progress and quality of implementation activities and outcomes</li> <li>• Ensure that different stakeholders have access to relevant, valid, and reliable data on how the program or practice and accompanying implementation strategies are functioning to guide decision-making along the way</li> <li>• Support the development of processes and structures for the routine collection and analysis of these data</li> <li>• Promote the collection and use of data suitable to understand the differential impact of interventions and their implementation on different focus populations and communities</li> <li>• Develop stakeholders' capacity to continuously assess and use data for decision-making about the ongoing planning, implementation, and outcomes of a program or practice through modelling, instruction, and coaching</li> <li>• Support the development of structures that ensure that stakeholders regularly dedicate time to reflecting on or debriefing about available data throughout implementation as a strategy to promote shared learning and improvements along the way</li> <li>• Support implementation stakeholders in their data-based decision-making, including the prioritization of needs and challenges and the development of concrete solutions to identified problems</li> <li>• Help to create feedback loops that connect leadership with frontline service and policy with practice and/or research, and ensure that improvements made during implementation are communicated to all stakeholders</li> </ul>

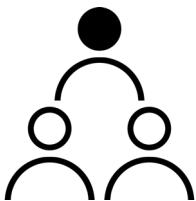


## Sustaining Change:

Programs and practices are sustained when the core elements are maintained or delivered with integrity after initial implementation support has been withdrawn and adequate capacity exists to continue maintaining these core elements. Implementation support practitioners advance the sustainability of programs and practices by helping communities to develop a shared vision and mutual accountability and by promoting existing relationships, problem solving, and resource sharing. They also help to identify, understand and address the dynamic changes that occur over time in the use of programs/practices, the characteristics of the practice settings, and in the broader system that establishes how services are delivered. Core competencies that support sustaining change include *grow and sustain relationships*, *develop teams*, *build capacity*, and *cultivate leader and champions*.

Core Component	Core Activities
 <b>Grow and sustain relationships:</b> Grow Implementation support practitioners recognize relationships as foundational to implementation work and spend time building affiliations, making personal connections, and recognizing themselves as outsiders to the implementation setting.	<ul style="list-style-type: none"><li>• Build trust with others by modeling transparent action and accountability</li></ul>
Implementation support practitioners grow and sustain diverse, authentic, respectful, and trusting relationships with stakeholders to guide and support implementation and systems change efforts.	<ul style="list-style-type: none"><li>• Seek out relationships with implementation stakeholders from all aspects of the system</li><li>• Engage in ongoing self-assessment and diagnostic assessment of relationship strengths and weaknesses</li><li>• Encourage and make use of feedback to strengthen relationships</li></ul>
Implementation support practitioners support two types of relationships: 1) the relationship between the implementation support practitioner and key stakeholders involved in implementation; and 2) the relationships among the systems and community stakeholders, including consumers, who have a stake in the implementation effort.	<ul style="list-style-type: none"><li>• Regulate distress in relationships by creating space for stakeholders to discuss challenges and dispute assumptions when conflict emerges</li><li>• Seek to demonstrate value to the stakeholders involved in implementing</li><li>• Enter the implementation space with humility as a learner, recognizing that local actors have critical expertise and experience to contribute to the implementation process</li><li>• Demonstrate commitment and persistence in the face of complex challenges</li><li>• Have difficult conversations with stakeholders and be open to feedback</li><li>• Show kindness and vulnerability</li><li>• Demonstrate empathy</li></ul>
Implementation support practitioners seek to build two types of trust: 1) <i>Intrapersonal</i> trust is the belief that the implementation practitioner is reliable, competent, and committed to the change effort on behalf of the organization they are supporting; and 2) <i>Interpersonal</i> trust is the perception of the implementation practitioner and their stakeholders that they are in a collaborative and reciprocal relationship pursuing the same aims.	

Core Component	Core Activities
 <p><b>Develop teams:</b> Implementation support practitioners develop and coach implementation teams that will be responsible for a change effort. An implementation team is a group of stakeholders that oversees, attends to, and is accountable for facilitating key activities in the selection, implementation, and continuous improvement of a program or practice. Ideally, teams should be established at every level of a program or system, or to target different aspects of an initiative.</p> <p>Implementation support practitioners develop strategies for stakeholder leadership through the development of teams and the inclusion of multiple actors and perspectives, including the focus population, in activities such as implementation planning, communication, problem solving, and data-driven decision-making.</p>	<ul style="list-style-type: none"> <li>• Help to identify relevant implementation team members among those involved in the implementation</li> <li>• Facilitate the development of clear governance structures for implementation teams (e.g. through team charters or agreements)</li> <li>• Support teams to perform the following core functions: 1) select, operationalize, tailor, and adapt interventions; 2) develop operational processes and resources for building staff competency; 3) identify, collect, analyze, and monitor meaningful data; 4) engage leadership, staff, and stakeholders in using data for improvement; 5) build capacity for sustainment; and 6) build cross-sector collaborations that are aligned with new ways of work</li> <li>• Support the development of effective team meeting processes, including the establishment of consistent meeting schedules and standing agendas</li> <li>• Ensure teams have support from leadership for their roles and functions</li> <li>• Help to develop communication protocols to support feedback loops among multiple, linked implementation teams for a single initiative</li> <li>• Develop processes for the continuous assessment and improvement of team functioning, including gathering feedback from team members</li> <li>• Ensure that implementation teams provide opportunities for members to learn and grow through the participation on the team</li> <li>• Work to enhance team cohesion and trust among team members</li> <li>• Help to manage conflict among team members</li> </ul>
 <p><b>Build Capacity:</b> Implementation support practitioners seek to increase the knowledge, skills, motivation, and attitudes of leaders, staff, and key stakeholders to achieve their implementation goals. Successful capacity building includes attention to all types of capacity (psychological, behavioral and structural) at all levels of the system (individual, organization, network, and system). This includes:</p> <ul style="list-style-type: none"> <li>• <i>Intervention/approach-specific capacity:</i> The knowledge, skills, motivation, and attitudes about a specific intervention or challenge, such as understanding a particular research-supported program</li> </ul>	<ul style="list-style-type: none"> <li>• To prepare stakeholders for necessary changes, model or simulate the change that will be implemented prior to implementation</li> <li>• Work with stakeholders to assess capacity strengths and needs related to the implementation</li> <li>• Provide or secure training needed for stakeholders and partners to gain capacity, and connect with others who can provide training, modeling, and coaching</li> <li>• Model the use of knowledge, skills, behaviors, attitudes, and practices for stakeholders to demonstrate application in a real-world setting</li> <li>• Coach stakeholders' use of knowledge, skills, behaviors, attitudes, and practices in their daily work so that partners can gain confidence and competency</li> <li>• Identify and help to change and/or implement organizational processes and structures required to develop capacity for implementation (e.g., human resources, technology)</li> </ul>

Core Component	Core Activities
<p><b>Build Capacity (cont.)</b></p> <ul style="list-style-type: none"> <li>• <i>General capacity:</i> The knowledge, skills, motivation, and attitudes required for a fully functioning organization or system (e.g., filled leadership positions or a human resource department or unit)</li> <li>• <i>Analytic capacity:</i> The knowledge, skills, motivation, and attitudes to gather information about a problem, analyze patterns and dynamics, and reflect critically on root causes and potential solutions</li> <li>• <i>Adaptive capacity:</i> The knowledge, skills, motivation, and attitudes to adjust actions and strategy in response to analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Support stakeholders in identifying potential future external and internal challenges to implementation (related to, e.g., finances, policies or staffing) and to develop strategies for building sufficient capacity to meet these</li> <li>• Promote collaboration and partnerships as a way to build and expand capacities (e.g. through the use of community-academic partnerships, learning collaboratives etc.)</li> </ul>
 <p><b>Cultivate Leaders and Champions:</b> Implementation support practitioners support formal leaders to be implementation leaders who work across organizational and system boundaries and silos.</p> <p>Implementation support practitioners foster leadership behavior among all relevant stakeholders involved in an implementation and help to create space for new and emerging implementation leaders.</p> <p>Implementation support practitioners cultivate implementation champions at multiple levels inside and outside the implementing system and organization. Champions have the ability to influence the opinions and behaviors of others. They feel a sense of ownership over the implementation effort, have deep knowledge of the people and workflow impacted by change, and demonstrate grit and tenacity in the face of setbacks. They are persuasive to a range of stakeholders and demonstrate an ability to understand different perspectives.</p>	<ul style="list-style-type: none"> <li>• Identify existing leadership roles of relevance to implementation efforts</li> <li>• Work and communicate with relevant formal leaders involved in implementation to define, understand, and develop their role and capacity as implementation leaders (e.g. through the use of appreciative inquiry or reflection techniques)</li> <li>• Develop processes and structures for regular debriefs with leaders central to implementation efforts</li> <li>• Support leaders to access data and information required for them to maintain awareness of implementation work and the decisions they should be involved in</li> <li>• Identify emerging leaders in or around the implementing system and consider how they may be further involved in and developed through implementation efforts (e.g. through the use of power analysis or systems mapping tools)</li> <li>• Support emerging leaders to share responsibilities and develop their confidence and competency (e.g., by co-facilitating meetings, co-supervising staff etc.)</li> <li>• When leadership transitions occur, work with stakeholders to provide planning, continuity, analysis, and support as needed to ease the transition</li> <li>• In collaboration with implementation stakeholders, identify champions inside and outside the implementing system with potential to positively influence the implementation efforts</li> <li>• Support stakeholders in developing strategies to contact and engage these champions in relevant ways throughout the course of the implementation</li> <li>• Ensure stakeholders regularly review champion roles to assess whether these are being cultivated as intended, are operating as desired, or if any losses in championship have occurred; if challenges are identified, facilitate problem solving as needed</li> </ul>

## **The following publications informed the implementation support practitioner profile:**

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